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Director
Intelligence Community Staff
Washington, D.C. 20505

DCI/ICS 82-4207
24 February 1982

MEMORANDUM FOR: Rear Admiral Sumner Shapiro, USN
Director of Naval Intelligence
Department of the Navy

SUBJECT: Technical Manpower Study

Shap -

1. The Science and Technology Advisory Panel (STAP) has been asked by the DCI to investigate the subject of the Intelligence Community's need for technical manpower. This subject is part of the broader manpower issue which was identified in the 1985 Intelligence Capabilities Study as requiring special attention for purposes of long-range planning. Among the concerns addressed in the individual agency papers submitted during the course of that study, the requirement for technically qualified civilian manpower stood out in terms of its universality and potential severity. ☐ 25X1

2. The Intelligence Community has a need for engineers, physical scientists, and computer scientists to fill positions as analysts, researchers, and contract monitors. The Community's ability to recruit and retain qualified and talented manpower is likely to diminish during the decade as the competition from the private sector for a dwindling supply of technically qualified personnel becomes more intense. The situation is serious, and will grow more so unless steps are taken now to address the underlying causes. With your help, the STAP proposes to review the Community's technical manpower hiring and retention practices. It will make specific recommendations which could be translated either into specific program initiatives, or into modifications of personnel policy procedures. ☐ 25X1

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3. To accomplish this, I am asking for your assistance in responding to the attached questionnaire for the Naval Intelligence Support Center only. Where possible, the Panel has asked for data on civilian personnel only; where they have asked for categorical breakdowns, they are looking for consistency more than precision. A report by the National Science Foundation on the supply of qualified science and engineering manpower has been included to help place the Community's concerns in context. In order to facilitate the study please submit the name of your action officer to 25X1 of the Intelligence Community Staff who is providing staff support to the project; he will be available to answer any questions you may have about the undertaking. A response by mid-April 1982, would be of great benefit. 25X1

4. I am hopeful that this effort on the part of the STAP will result in tangible benefits to Naval intelligence and to the Community. 25X1

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Attachment:
a/s

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Distribution (DCI/ICS 82-4202
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DCI/ICS/OP (4 January 1982)

25X1

The Recruitment and Retention of Personnel with Scientific and Engineering Backgrounds

I. Present and Future Staffing

For purposes of this study, we have divided the Community's science and technology population into the following disciplines and job descriptions:

	ANALYST	RESEARCH AND DEVELOPMENT	CONTRACT MONITOR
Computer Scientists			
Physical Scientists			
Engineers			

- Please complete the above matrix for your organization as of 30 September 1981. For each cell, provide the number of positions authorized, and the number of positions that were filled as of that date.
- Please complete a similar matrix for your organization for FY 1987; provide only the number of positions being requested.
- In those instances where personnel shortfalls have existed for prolonged periods, what measures has your agency taken to cope with the situation? What have been the consequences of these measures?

II. Recruitment

- What are your general recruitment procedures with respect to technical personnel?
- What special efforts are being made to attract the categories of technical personnel listed above?
- To what extent are professional groups being called upon to assist?
- Is any one category more difficult to recruit than another? Easier than another?
- Are there administrative procedures or requirements that impede the hiring of technical personnel?

III. Retention

- What are the attrition rates in the above categories and how do they compare with other categories of professional employees?

- What in the way of pay and incentives is being considered to reduce the disparity between what is offered in the private and the public sectors?
- What is being done now or is under consideration in the area of job enrichment directed specifically at technical personnel?
- What other actions are being taken to retain these categories of employees?

IV. Training

- How would you characterize the objectives of that portion of your training program directed at the categories of individuals under discussion?
- What in-house training do technical personnel receive to qualify them for the particular job for which they were hired? To keep them current in their technical field?
- What opportunities exist for external training? To obtain an advanced degree? To undertake independent research? To take a sabbatical?
- How is training, internal or external, integrated into an individual's program for career development?

V. Other

- How do you assess your capability to fulfill your technical manpower needs for the remainder of the decade?
- Please feel free to comment on any aspect of this study not already touched upon.